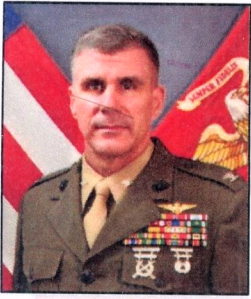


## Training Wing FIVE Command Philosophy



Our mission is simple - train the world's best aviators. Specifically, we are here to train and develop young officers into the future aviation leadership of the Naval Services. We are building the foundation for how they will fly, act, and lead their services. The safe execution of this mission requires attention to detail in every aspect. Every one of you is critical to the success of this mission.

**Leadership** The profession of arms is a 24/7/365 day way of life that demands leadership by example, a bias for action and unyielding self-discipline. Leadership is a trait, a characteristic, and not a billet or a position. Every person in this wing - student, instructor, civilian and contractor - is a leader and has leadership capabilities and responsibilities. We must hone these leadership skills and professional officer standards at the same time we build the next generation of naval aviators - they are not mutually exclusive and must occur simultaneously. As we go about this challenge we will empower the young officers, take the time to mentor and coach, have the moral courage to correct and hold each other accountable, and do it all with respect and a spirit of teamwork. Attitudes are caught, not taught. Remember this as you collaborate with one another, building trust and operating more efficiently and effectively. We will operate on guidance and intent at all times and through clear, concise communication when required. Finally, leadership is a contact sport that requires time, energy, commitment and engagement - you will find it is the most rewarding part of being a Naval Officer.

**Professionalism, Training and Standards** We will operate as professionals and uphold ALL the standards - Flight training, officer, ethical, physical fitness, conduct, military courtesy, and uniform wear to name a few. Primary flight training is named and based on one of the laws of learning, primacy. This law states that whatever you learn first, you learn best and also that relearning is more difficult than initial learning. Whether you are instructing a student, completing administrative duties, flying a simulator, or performing maintenance we must remain focused with great attention to detail and vigilant to guard against complacency in order to produce the best officers and aviators in the world. We will not compromise on standards or deviate from core values and leadership principles. The high tempo of this command requires that everyone is physically, mentally and spiritually prepared for both the current and future challenges that you are sure to face. The physical and mental stamina will ensure we are ready for every event; learning and teaching at maximum effectiveness. We will seek out areas where we can work smarter, innovate and improve our training and teaching methods to be more effective and efficient with our resources. By holding each other accountable to meeting the high standards we will guarantee we have set the conditions for enhanced combat readiness when these new aviators reach the fleet. Together we will build the future professionals of naval aviation.

**Safety** Safety is a journey not a destination. We must continually assess and understand the risks, and implement the tools of operational risk management in all of our activities. The professional execution of our duties will result in the thousands of daily decisions made by instructors, students, contractors and civilians - to ensure the safe accomplishment of our mission. This is essential to protect and preserve our two most important assets, our people and our equipment. Safe execution and improving our safety programs is everyone's responsibility. Operational risk management is not just a slogan or a training command program but a method for how we think about all of our activities, in peacetime and in combat. We will ensure we have properly inculcated new aviators to this culture of safety and how to balance risks to accomplish the mission. This will be essential to build confident, critical thinking aviators who can skillfully rescue a person in the worst weather conditions or unleash vicious harmony on the battlefield while managing risks.

The complexity of our mission demands commitment and the synergy of everyone working together. I will be completely satisfied with your 100% effort, but nothing less. Finally, we will take care of each other and our families, enjoy training the future of our services, relish the rewards of teaching and mentoring, and the camaraderie of operating alongside such great men and women as we produce the world's finest Naval aviators.

Semper Fi,  
Gary A. Kling  
Colonel U.S. Marine Corps  
Commander, Training Air Wing FIVE